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Management Officer, CIA   13 September 1950

Assistant Director, ORE

Table of Organization, Editorial Branch, D/NIS

REFERENCE : Memorandum from Acting Chief, Classification and Wage Administration
Branch to Chief, Personnel Division, Subject: (Classification Survey
of NISD) ORE, dated 4 August 1950

1. The report of the Classification Branch, Personnel Division,
on the table of organization and senior grades of the Editorial
Branch, D/NIS, states that the responsibilities of the section chiefs
have not been fulfilled in practice and that any job reclassification
thereto must be deferred until this matter has been adjusted. By
attachment to reference, it is also inferred that the present grades
of the editorial section chiefs are consonant with those prevailing
in OIR, State.

2. In order that clear understanding may be brought to bear on
these points, it is considered necessary to examine carefully and
fully the fundamental situation. Before so doing, it should be stated
that the concern of Classification Branch over the failure of D/NIS
to conform meticulously to the job descriptions duly approved by higher
authority is fully appreciated. However, reference report is incorrect
in stating that the job descriptions were "ignored in practice". They
were modified advisedly and only to the extent required by the exigen-
cies of the situation as set forth hereinafter.

3. In conducting the operations of D/NIS, two considerations
have been paramount: (a) that the review and processing of NIS contri-
butions be handled expeditiously to prevent serious delay in the
publication and dissemination of the NIS urgently needed by the high
level planning agencies of the Government; and (b) that all available
personnel be utilized in the most efficient manner.

4. The approved T/O for D/NIS was formulated during the early
stages of the NIS program. It was based upon limited experience and
under the assumption that contributing agencies would fulfill their
agreed commitments as delineated in the NIS production schedule. A
reading of the two Annual Reports prepared by D/NIS clearly indicates
not only that production flow of NIS contributions varied widely from
month to month but also that the quality of these contributions was
unsatisfactory to a serious degree.

5. To meet this situation required that the entire staff of D/NIS
be used in a flexible manner. Instead of an "across the board" flow
of contributions on all chapters of NIS, there were long periods when

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only Chapters II (Military Geography), III (Transportation and Tele-
communications), VIII (Armed Forces), and IX (Map and Chart Appraisal)
were being received. Editors recruited for other chapters were used
to augment the editors assigned to the above-mentioned chapters. More-
over, recruitment of D/NIS personnel was unbelievably slow and later
augmentation of the staff was delayed six months before administrative
approval could be obtained. In consequence, there has continued to
exist in D/NIS a serious shortage of personnel, which would have
become extremely embarrassing to CIA had not the contributing agencies
fallen so far short of their commitments.

6. The constant shifting of personnel within the Editorial Branch
to meet varying demands made impossible any formal section unity or
organization. The control had to be exercised centrally in the Office
of the Chief of Editorial Branch, since it involved frequent shifting
of editors from one section to another in order to handle peak produc-
tion loads and because the rapidly developing policies and procedures
of the NIS Program required uniform indoctrination and direction of
editors dealing with the many working level personnel in the contribut-
ing agencies. Decentralization of responsibility and control during
this development period would have resulted in unacceptable confusion
and misunderstanding throughout the whole complex structure of the NIS
organization.

7. The foregoing does not mean, however, that the senior editors
were being used in the same manner as more junior ones. All NIS
substantive requirements were determined in close consultation with
the senior editors and they actively participated in all important
interagency discussions. Their supervisory functions were curtailed
for reasons already stated, and because the limited capabilities of
the editorial staff in relation to the problems confronting it made
it necessary to keep the senior editors assigned to editorial review
and to limited advisory work with the contributing agencies.

8. It has not been the intention of D/NIS, however, to curtail
the responsibilities of the section heads longer than required. No
action was therefore taken to recommend revisions in the organization
and job descriptions until they had been fully tested in a period of
stabilized production.

9. The present stalemate arising out of reference report makes
it necessary, however, to undertake at this time a complete survey of
the personnel requirements and organization relating to the Editorial
Branch, D/NIS, so that organization and personnel may be most effective-
ly utilized for the future. In examining this matter, three points are
particularly significant: (a) the old section arrangement is too limited
for the requirements of D/NIS; (b) more time must be made available to
the top flight editors for advising and consulting with contributors on
matters relating to their specialized fields, and for supervisory
responsibilities over the other editors assigned to their chapters; and

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(c) additional editorial personnel are required to maintain editorial requirements for the production of 8 NIS a year (40-45 sections per month).

10. It is proposed, therefore, to organize the Editorial Branch, D/NIS, into five chapter groups:

(a) Geographic (NIS Chapter II)

(b) Transportation (NIS Chapter III)

(c) Sociological-Political (NIS Chapters IV-V)

(d) Economic (NIS Chapter VI)

(e) Scientific-Military-Map Appraisal (NIS Chapters VII-VIII-IX)

These groupings conform to the actual handling of the contributions and provide an equitable distribution of work among the various groups. The Economic group has been separated from the Sociological-Political group because of its importance. Likewise, the Transportation group requires separate treatment and direction. (See attached diagram for comparison of present and proposed organization.)

11. It is further proposed to create the position of Chapter Editor to head each of these Chapter groups. The Chapter Editor would be responsible under the Branch Chief with the handling of all matters relating to his chapter both within CIA and with all contributors to his chapter. He would also be responsible for the review of all contributions in his chapter and for the supervision and direction of all personnel assigned to his Chapter group. The qualitative deficiencies in the NIS contributions make it increasingly important to provide more direction and guidance to the contributors during the preparation of contributions. The Chapter Editor is the means by which this responsibility may be carried out. While the Chapter Editor should work on important and difficult contributions himself, at the same time he should be free to devote a major portion of his effort to inter-agency consultant work. The importance of this function was emphasized in the recent Management Survey in these words:

"The working efforts of the editors of D/NIS /should/ continue to be directed toward coordination of the NIS production in its drafting stages through providing training and guidance to the working-levels of the contributing agencies, thus enabling the initial production of higher-quality drafts which would require less editorial review. Also this type of coordination should substantially reduce the time-lag between cut-off date and publication date of the NIS Sections."

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12. The Chapter Editors cannot adequately perform their consultant and supervisory duties unless the editorial capabilities of their Chapter groups are substantially increased. It is, therefore, proposed to assign the following positions to each Chapter group:

Chapter Editor
Senior Editor
Editor
Assistant Editor
Clerk-Typist

This proposal would increase the present T/O of Editorial Branch by 7 positions: 3 editors, 2 assistant editors, and 2 clerk-typists.

13. The responsibilities vested in D/NIS for the coordination and direction of the NIS Program require the initial recruitment and retention of the highest caliber of personnel if these responsibilities are to be successfully implemented. This applies with particular emphasis to the key positions in the Editorial Branch, namely, the Branch Chief and the Chapter Editors, on whose shoulders largely rest the principal responsibilities for implementing the coordination and direction of NIS production within the contributing agencies. These personnel deal with all levels in the contributing agencies and they must possess superior qualifications if D/NIS is to retain its leadership and direction of the NIS Program. The grades of these positions should reflect these important responsibilities and should not be determined by the relative size of the organization or the number of bodies that are supervised. The latter criterion plays a large part in determining the grades in OIR, State, with the result that their Branch and Section Chiefs are largely administrators of producing personnel who rely on D/NIS for detailed guidance on concepts, procedures, and techniques.

14. In consequence, it is considered that the proposed grade increases for the Branch Chief and Chapter Editors of GS-15 and GS-14, respectively, are fitting and proper. Not only is a vital program largely dependent upon the quality of key personnel in D/NIS, but also the retention of these personnel is dependent upon the assignment of commensurate grades. The Political Editor has already been requested by OIR, State, at a GS-14 grade. If an agency whom CIA financially supports in the NIS Program considers him worth this grade, it behooves CIA to reexamine its own classification policies to ensure they support adequately the responsibilities vested in this Agency's components.

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Attachments:
1. Diagram of Editorial Branch, D/NIS Organization
2. Memo fr AC, OPWA Br to Chief Pers Div dtd 4 Aug 50 with attachment

ORE:D/NIS   :btc
Retyped: O/AD:dob
AD/ORE   2 cc
S/Ad   1 cc
D/NIS   1 cc

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